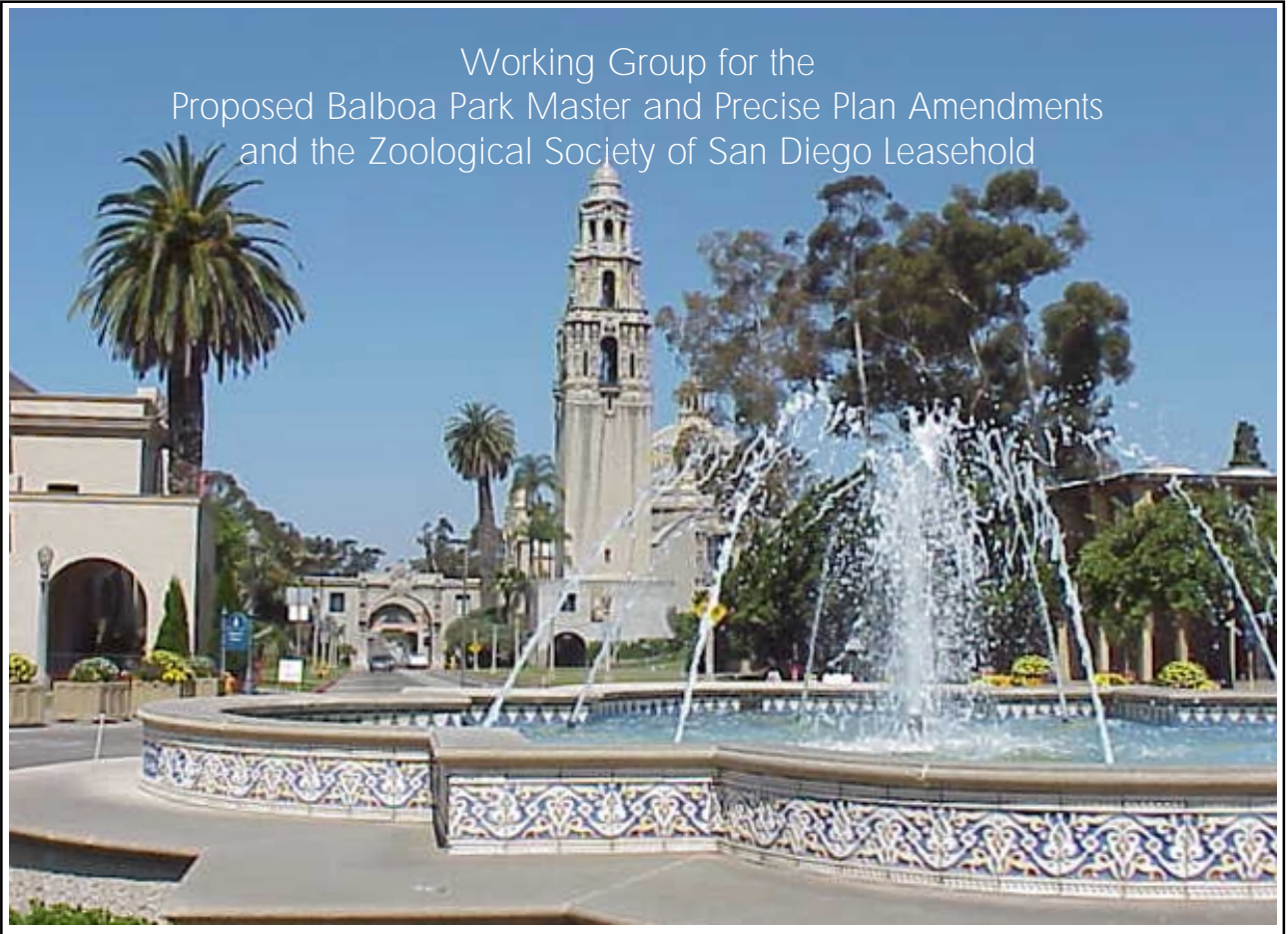


Working Group for the
Proposed Balboa Park Master and Precise Plan Amendments
and the Zoological Society of San Diego Leasehold



Final Report

December 14, 2000

Working Group Final Report December 14, 2000

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Boy Scouts: Boy Scouts land use

Carousel owner: Carousel land use

Central Balboa Park Association: Central Balboa Park Association parking and circulation needs

Centre City Development Corporation (CCDC): East Village parking and circulation

Estrada Land Planning:

- Balboa Park Master Plan and Central Mesa Precise Plan
- San Diego Zoo parking and circulation needs

Girl Scouts, San Diego-Imperial Council, Inc.: Girl Scouts land use

Greater Golden Hill Planning Committee: Greater Golden Hill community land use

Greater North Park Planning Committee: Greater North Park community land use

Linscott, Law & Greenspan Engineers: Overview of existing parking and circulation in Balboa Park

Marston Hills Neighbors: Bill Walton Plan for the Central Mesa Area

Metropolitan Transit Development Board (MTDB): Mass transit

The Mission Group: Mode of travel options

North Park Main Street: Historical streetcar transportation line

Park and Recreation Department:

- Balboa Park land use
- War Memorial Building land use
- Overview of existing parking and circulation in Balboa Park
- Master and Precise Plan goals and policies review

Planning and Development Review Department:

- Florida Canyon land use and the Multiple Habitat Planning Area
- Historical land uses in Balboa Park
- Overview of the plan amendment process

Real Estate Assets Department: Lease agreements

Roosevelt Junior High School: Roosevelt Junior High School land use

San Diego Archers: San Diego Archers land use

San Diego City College: San Diego City College parking and circulation needs

San Diego Zoo:

- San Diego Zoo land use
- Miniature Train land use
- San Diego Zoo parking and circulation needs

Spanish Village: Spanish Village land use

U.S. Navy: U.S. Navy Hospital parking needs

Uptown Planners: Uptown community land use

Zoological Society of San Diego: San Diego Zoo land use

Preamble

REPRESENTING PEOPLE OF SAN DIEGO in order to preserve and protect Balboa Park for future generations, we have joined together to speak with one voice to reaffirm that Balboa Park is a gift to the public trust. We are privileged to serve as the custodians entrusted to deliver Balboa Park to future generations in as good or better condition than we have inherited it.

We hold these truths to be self evident that Balboa Park belongs to all the citizens of San Diego and that all citizens of San Diego are endowed with certain rights among which is that as much of the Park as possible shall remain free to the public as the most consistent way to assure the common good.



It became apparent that the preservation of free and open parkland and the integrity of Balboa Park was at risk. To secure these rights we subordinated our differences in favor of upholding our responsibility to future generations.

The just powers of the City of San Diego are derived from the consent of the governed. A working group was convened to promote informed understanding and develop the best options which integrated the needs and interests of the San Diego community, Balboa Park users, neighbors and institutions, and the Zoo. It is evident that without these meetings it would be extremely difficult for the City of San Diego to ascertain the areas of consensus among the public or reach an informed decision regarding intensified use of the Park.

We enjoin future generations to demand that the City of San Diego form similar working groups whenever the public trust is at risk.

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Balboa Park's Carousel & Miniature Railroad

Introduction



Since early 2000, a group of thirty-nine citizens representing diverse interests has been working hard to understand the many issues related to Balboa Park and the surrounding communities.

The specific purpose of the Working Group is:

To develop options which integrate the needs and interests of the Zoo, other Balboa Park institutions, users and neighbors and the San Diego Community at large.

This purpose was further defined to include the implications and opportunities of these options as well as advice on criteria for evaluating proposed amendments to the Balboa Park Master Plan and Central Mesa Precise Plan. The complete purpose statement is attached to this report.

This report chronicles the Working Group experience and represents the end product that responds to the group's purpose.

The creative energy generated by this study is captured in the document that follows. The *Preamble* reflects our passion for Balboa Park. The *Legacy of Rights* contains examples of our common inheritance to be preserved for future generations. *Current Status* provides a graphic and statistical profile of Balboa Park. *Generalized Criteria is Proposed for Evaluating Amendments to the Balboa Park Master Plan and Central Mesa Precise Plan*. A design workshop, called a Charrette, was held with 120 people representing the Working Group and general public participating to produce sixteen conceptual plans. These plans are reviewed in the section titled, *Analysis of Common Charrette Options*. The *History* of events leading to the formulation of the Working Group is chronicled. *Methodology* identifies the structure of the Working Group and lists the groups meeting topics. Terms used in this document are defined in the *Glossary* and *Appendices* are attached.



Spanish Village Artist Colony

Legacy of Rights for Balboa Park



Respecting our historical legacy to preserve public land for public use, we as citizens of San Diego, affirm our rights to:

- Experience, preserve and maintain free and open parkland and natural environments.
- A vested interest in park uses both now and in the future.
- A reasonable influence on policies that pertain to our parks.
- Protect and preserve the historic integrity of the Park for future generations.
- Equitable access to all of the Park.
- Protect, enhance and restore the integrity of Florida Canyon, preserving its native plants and wildlife habitat.
- Public review of proposed park development.
- Prompt update of Balboa Park Master Plan and associated precise plans.
- Public hearings whenever there is an enlargement or creation of a new leasehold within Balboa Park.
 - Enlargement is defined when any one of the following occurs:
 - a current leaseholder applies to expand their leasehold
 - a current leaseholder assigns or sublets their leasehold to another current leaseholder or
 - a current leasehold increases in size at the time the lease is renewed or terms of the lease is renegotiated.



Current Status of Balboa Park Public Trust

HISTORY OF BALBOA PARK ACREAGE

(Note: All numbers are approximate)

The Board of Trustees for the City of San Diego set aside 1400 acres for Balboa Park on May 26, 1868. This setting aside for park was approved by the State of California legislature on February 4, 1870. The United States Government officially granted the City of San Diego the Pueblo Lots making up the Park and the original City boundaries by U.S. Patent on June 17, 1874

Balboa Park has lost acreage over the years to different government agencies. Except in the case of the United States Government acquisition in 1985 of the Navy Hospital area, all the following transfers were by a majority vote of the residents of the City:

Original Acreage	+1400.00 acres
Upas Street, 28 th Street, 6 th Avenue and Russ Blvd. (1919)	-29.40 acres
Roosevelt Junior High School (1920) (Deeded to the school, returns to park if school relocates)	-17.42 acres
Snyder Continuation School (1920)	-9.90 acres
United States Naval Hospital (1921 - 1985)	-75.67 acres
Highway 163 right of way, State of California	-38.38 acres
Interstate 5 right of way, State of California	-72.91 acres
Marston Canyon Property (1936)	+11.73 acres
Marston House Property (1974)	<u>+4.81 acres</u>
Park Acreage Today:	1,172.86 acres

Note:

Central Park, New York, is 843 acres and was set aside in 1857.

Golden Gate Park, San Francisco, is 1,017 acres and was set aside in 1870.

Balboa Park General Land Use Categories And Percent of the Park

(Note: All numbers are approximate)

Area	Acres	Percent of Park
1.Total Restricted Areas	283.6 acres	24 %
Balboa Park Golf Course	243.5 acres	
Archery Range	19.0 acres	
City Operation Center (20th / B Service Yard)	11.8 acres	
Balboa Park Nursery	8.3 acres	
Balboa Park Maintenance Yard	0.5 acres	
San Diego Police Equestrian Center	0.5 acres	
2.Total Recreation Areas	268.0 acres	23%
West Mesa and 6th Open Play	90.0 acres	
Inspiration Point Open Play	69.0 acres	
Central Mesa Open Play Areas	55.0 acres	
Morley Field Open Play	40.0 acres	
East Mesa Neighborhood Edge	14.0 acres	
3.Total Private Leaseholds	264.83 acres	22.5 %
American Indian Cultural Center and Museum	0.2 acres	
Automotive Museum	0.5 acres	
Balboa Park Golf Course Clubhouse	1.0 acres	
Balboa Shuffleboard Club	1.0 acres	
Blind Recreation Center	0.8 acres	
Boy Scouts of America	21.0 acres	
Camp Fire Girls	6.1 acres	
Carousel	0.1 acres	
Casa de Balboa	1.7 acres	
Balboa Art Conservation Center		
Museum of Photographic Art		
San Diego Historical Society		
San Diego Model railroad Museum		
Casa de Prado	1.2 acres	
Centro Cultural de la Raza	0.1 acres	
Disk Golf Course	11.5 acres	
Federal Building/Hall of Champions	0.7 acres	
Girl Scouts of America, San Diego-Imperial Council, Inc.	10.5 acres	
House of Charm	0.3 acres	
Mingei International Museum		
San Diego Art Institute		
House of Hospitality	0.6 acres	
House of Pacific Relations	3.7 acres	

Area	Acres	Percent of Park
Japanese Friendship Garden	12.6 acres	
Lawn Bowling	1.5 acres	
Marston House	2.0 acres	
Miniature Railroad	3.8 acres	
Morley Field Tennis Club	7.3 acres	
Museum of Man	1.0 acres	
Old Globe Theater	1.0 acres	
Puppet Theater	0.1 acres	
Redwood Club	1.0 acres	
Reuben H. Fleet theater	0.1 acres	
San Diego Aerospace Museum	1.5 acres	
San Diego High School	38.9 acres	
San Diego Museum of Art	1.3 acres	
San Diego Natural History Museum	1.2 acres	
San Diego Zoo (fenced area)	98.16 acres	
San Diego Zoo Parking Lot	25.87 acres	
Spanish Village	3.0 acres	
Starlight Bowl	1.0 acres	
Timkin Museum of Art	0.5 acres	
Velodrome	0.8 acres	
Veterans Memorial Chapel	0.2 acres	
Worldbeat Center	0.1 acres	
4.Total Natural Areas and Canyons	213.4 acres	18%
Arizona Land Fill	55.4 acres	
Florida Canyon	52.6 acres	
Golden Hills Canyons	38.6 acres	
West Mesa and 6th Canyons	32.2 acres	
Central Mesa Canyons and Natural Area	20.0 acres	
Marston Hills Natural Area	14.6 acres	
5.Total Parking Lots and Roads	133.93 acres	11.5%
East Mesa parking lots/roads	49.28 acres	
Central Mesa parking lots/roads	45.0 acres	
West Mesa parking lots/roads	25.65 acres	
Inspiration Point parking lots/roads	14.0 acres	

6.Total Park and Recreation Facilities	9.1 acres	1%
Golden Hills Recreation Center	5.5 acres	
Inspiration Point Buildings	2.1 acres	
Memorial Gym	0.7 acres	
War Memorial Building	0.5 acres	
Botanical Building	0.3 acres	

Proposed Generalized Criteria for Evaluating Proposed Amendments to the Balboa Park Master Plan and Central Mesa Precise Plan

LAND USE POLICIES

1. The proposal should efficiently and effectively use land within the existing defined leasehold and explore off-site options for shared land uses as a precursor to proposing expansion.
2. The proposal should be complimentary with adjacent uses.
For example, a proposed loading area for one leasehold would not compliment a neighboring outdoor gathering space. Parking located for access by multiple leaseholds could be a complimentary proposal.
3. The proposal should enhance public use of the Park; at a minimum accomplish a “no net loss” of free and open parkland and preserve natural environments. Ideally the proposal should increase both.
If the proposal adds outdoor spaces, particularly open lawn, gardens, public plazas and habitat, it would be an improvement to the Park. If it reduces the amount of outdoor lawn, garden, plazas or habitat, it would not enhance the Park.
4. The proposal should emphasize cultural, ecological, educational and recreational uses.

CIRCULATION AND PARKING POLICIES

1. The proposal should create attractive and pleasant pedestrian linkages that provide an enjoyable park experience for visitors between major park activity centers.
For example, the proposal should orient the new entrances of permanent park uses and leasehold expansions toward the Prado and provide attractive pedestrian access. Safety and ADA accessibility is required under all conditions.
2. The proposal should integrate a comprehensive and user friendly public transit and/or park tram system as part of the new park use of improvements.
For example, the tram stop should be readily accessible from the proposed project entrance.
3. The proposal should provide sufficient access, including mass transit, parking, pedestrian ways, etc., for intensified land uses.

ARCHITECTURE, LANDSCAPE AND HISTORICAL RESOURCE POLICIES

1. The proposal should provide design built structures to: a) integrate with the park landscape, b) reflect the existing park architecture, c) be sensitive to the view sheds from both within the Park and from adjacent communities and d) be easily accessible, user friendly and considerate of the surrounding communities.

Proposals for buildings and sites within the Balboa Park Historic Landmark boundary are reviewed by the City's Historical Resource Board and the National Park Service to maintain the character of the Park.

2. The proposal should respect and enhance the historic cultural resources of Balboa Park.
3. The proposal should keep and maintain the integrity of existing historical resources within Balboa Park
4. All projects adjacent to existing or planned plazas should orient new entries towards these plazas.
5. The proposal should maintain and optimize public uses and recreational uses at a low/minimum cost to public users
6. The proposal should minimize impact of any expansion on current users.
7. The proposal should include an assessment of fiscal responsibilities of any expansion. The assessment would be a reasonably accurate estimate of funding (public versus private) for a proposed expansion for staff's analysis as part of the review process.
8. The proposal should preserve and enhance the natural habitat and integrity of Florida Canyon.
9. The proposal should implement the East Mesa Precise Plan.
10. The City should create and the proposal should adhere to comprehensive design guidelines (based on those existing in the Master and Precise Plans) for any areas viewed from outside the leasehold.

Analysis of Common Charrette Options

Numerous meetings devoted to hearing, understanding and discussing the issues, concerns and desires of Balboa Park stakeholders provided the Working Group with the basis for an informed discussion of options relating to potential Zoo expansion, the preservation and creation of open green and natural spaces, and transit and parking needs. Following is a discussion of a number of options generated from the public design charrette.

The charrette proved to be a helpful process for a variety of people to “get their hands into” some of the issues associated with the Zoo expansion and Balboa Park. Each team included a mix of six to eleven participants. Six of the sixteen teams were comprised of members of the Working Group, while the remaining tables were open to the public. Each team was provided with marking pens, templates and a scaled map of the Balboa Park Master Plan. The map’s legend directed the teams to illustrate options for the location and relationships of the following specific elements: parking lots, parking structures, mass transit stops, Zoo entry, parking structure with the Zoo above, new roads, new pedestrian paths, new open parkland, parking structure with park above and new mass transit route.



Additionally, the teams were asked to try and meet a goal of providing ten thousand parking spaces in their final designs and to note the final total of spaces allocated in the map legend. At a Working Group meeting subsequent to the design charrette, acknowledgment was made that this request might have unduly influenced attention given to parking allocations during the charrette process.

With the constraints of time (two hours), group dynamics, and varied amounts of professional expertise, each of the sixteen teams produced a graphic plan illustrating numerous options for the Park. After lunch, a representative from each team presented their team’s options to the entire group and the day ended following an open discussion among all those attending on the various designs and park issues. The collective results and a synopsis of the individual design team’s plan with tabulations of options was provided to the Working Group following the charrette for use in discussing options. This document is included as an attachment to this report found in the appendix.

Charrette



This is an analysis of the common charrette options resulting from that day's work. These "common options" are defined as those options detailing or describing a concept which was observed to exist in a majority of the overall design teams plans or, as in the case of one option discussed here, a majority of Working Group design team plans. Options could detail ideas focusing on identifiable sites or areas where various teams options overlap, as in the case of parking structures being depicted within a general site area.

This discussion opens with options relating to Zoo expansion and progresses to ideas for increasing open green and natural spaces. The discussion continues then with transit options and concludes with parking options. A working sheet detailing a broader number of options resulting from the design charrette follows in a section titled "Options: Implications and Opportunities". Options in this section are classified in subject areas such as land use, circulation and parking, gateways and park entry statements. The positive and negative operators appearing herein are to infer possible advantages ('+') and potential detriments ('-') associated with options as assessed by the Working Group.

ZOO EXPANSION

Option: To Allow Zoo Expansion into the Parking Lot

All design teams taking part in the design charrette, with the exception of one, proposed that the San Diego Zoological Society be allowed to expand Zoo facilities within the parking lot area. Only a couple of the design teams (two of sixteen), and none of the Working Group teams, proposed any consideration of allowing the Zoo to expand outside of its current leasehold. There were varying ideas of how much of the existing parking lot portion of the leasehold could be utilized for expansion. Options ranged from limiting expansion to twenty-five percent of the area to full use of the lot area for Zoo exhibit space. A majority of design options detailed a mix of Zoo use with parking and open green space. Concerns about any form of expansion were predicated upon issues of increased privatization and intensified use of land in the center of the Park.



Related options and subsequent discussion also focused upon relocating either, or both, the Carousel and Miniature Railroad to areas in the Park supporting more concentrated children's activities. Conversely, maintaining a dispersion of children's activities throughout the Park and historical sentiments for these entities led

Charrette



to the conclusion of keeping them in their current locations.

Eleven of the design teams proposed that some measure of parking be included in any future expansion plan within the parking lot area of the leasehold. Concerns centered on impacts over the loss of 2700 current parking spaces if other access options (e.g. parking structures, enhanced mass transit) are not developed. However, redirecting land use away from parking offered the advantages of eliminating an unattractive surface lot and a source of polluted urban runoff while reducing pedestrian and vehicular conflict in the Park and auto intensity along Park Boulevard.

- Loss of 2700 Zoo parking spaces/decreased access to Park if other access options not developed
- + Reduces auto intensity on Park Boulevard
- + Eliminates unattractive surface parking lot
- + Eliminates urban run off source
- +/-Restricts and intensifies land use

Option: To Orient Pedestrian Entry to the Zoo toward the Prado

Re-orienting entry(s) into the Zoo towards *El Prado* within the vicinity of the Miniature Railway, Spanish Village, Natural History Museum and Old Globe Way was proposed by thirteen of the design teams. This option was proposed for an ability to direct people to the general areas of the plazas, museums and other park activities. It was also discussed as a way to connect, or incorporate, the Zoo with the rest of the Park. Advantages to this location were also seen in relation to major transits nodes, or stations, located in proximity to the Prado. Potential conflicts in this orientation with Spanish Village, the Carousel and the Miniature Railroad were discussed.



- + Directs people to the general plaza areas - increases connection from Zoo to rest of the Park
- + Creates synergy with adjacent uses
- Could create conflicts with historic train and carousel

FREE AND OPEN SPACE

Option: To Develop a Green Belt Parkway along Park Boulevard

Out of the discussion focusing on Zoo expansion into the parking lot came a common suggestion shared among ten of the teams that some form of linear parkway

or “green belt” be included in any project considered. A “green belt” was proposed to enhance linkages between the Park and the communities to the north to offset privately controlled land uses moving out towards Park Boulevard. The concept also was supported as a means to establish a safer and more appealing pedestrian way along Park Boulevard than currently exists. The “green belt” would also add a measure of public open space to the Park while providing a defined visual corridor and softer edge to the expanded development. A number of teams further expanded upon the green belt concept by encouraging the development of gateways and monuments as park enhancements at prominent entryways into the Park.



- + Less constrained visual corridor
- Uses may be limited due to size and adjacency to road
- + Safer linkage for pedestrians
- + Increases free and open parkland

Option: To Remove Surface Parking from the Center of the Park

Three quarters of the design teams focused upon removing surface parking from lots located throughout the central portion of the Park, specifically within the *Plaza de Panama*, *Plaza de Balboa*, *The Palisades* and *El Prado* corridors. A number of advantages and impacts were discussed which demonstrated that, for implementation of this option to take place, a number of other options involving transit and parking would have to be implemented as well. Removing surface lots in the core of the Park was seen foremost as a way to gain free and open parkland to be used to create new or expanded plazas and vistas and enhance the pedestrian nature of the Park. Additionally, removing surface parking from the core was viewed as a way to lessen vehicle intensity resulting in a less congested, more peaceful and cleaner park environment.



Ample parking for the disabled along with pedestrian drop-off sites for autos and public transit were recognized as important amenities to be incorporated into the center of the Park to promote access to park activities and museums. Concerns were heard over loss of vehicular parking available to the general public in close proximity to museums and activities which implementing this option would affect.

- Decreases immediate vehicular access to museums, etc. and proximity to visitor vehicles
- + Increase free and open parkland in an area where viable parkland exists
- +/- Increases need for tram operation and hours of operation
- + Reduces vehicular intensity in center of the Park
- + Reduces potential pedestrian-vehicle conflicts

Option: To Close Florida Canyon Drive North of Zoo Drive to Vehicular Access

Ten of the design teams, including all of the Working Group teams, proposed the closing of Florida Canyon to vehicular traffic from Zoo Drive north to Morely Field Drive. Predominant support for closing the canyon to vehicular traffic resulted from stated desires to restore the canyon to one contiguous natural environment as a means of protecting and enhancing this remaining parcel of natural environment in the Park. The Balboa Park Master and East Mesa Precise Plans were often noted as providing additional support for implementation of this option. Opportunities to increase recreational uses and substantially reduce through traffic into the surrounding communities were discussed as well. An adverse impact considered focused on concerns that traffic diverted from Florida Canyon Drive would result in increased utilization of Park Boulevard and Pershing Drive.



- + Habitat significantly enhanced
- Two lanes of traffic re-routed/two lanes closed
- + Restore contiguous natural environment
- Increase traffic on adjacent streets, including Park Boulevard and Pershing Drive
- + Increase recreation use

TRANSIT AND PARKING

Option: To Provide Mass Transit along Park Boulevard

Integrating a form of mass transit through the Park along Park Boulevard and into the surrounding communities was proposed in the depictions and comments of thirteen of the design teams. Options discussed included light rail, people mover/monorail systems and the historic re-introduction of the Park Boulevard streetcar line. Mass transit systems were seen as ways of providing access to and from surrounding communities, connectivity to other inter-urban transit systems, and access to peripheral parking structures. Mass transit was also discussed as a mean of improving

circulation within the Park. Advantages of mass transit through the Park were also seen in providing linkages to the Park for residents of downtown districts and surrounding communities, potentially further reducing both vehicle intensity and necessity for parking within the Park. Discussion of impacts noted that such mass transit systems would require a certain amount of dedicated right-of-way that could reduce landscaped parkland and street capacity.

- + Increases access to the Park
- + Increases linkages to surrounding communities and downtown San Diego
- + Could reduce vehicle intensity in the Park
- Could reduce landscaped parkland and street capacity

Option: To Develop a Parking Structure at Inspiration Point

Every design team proposed large parking structures in the Inspiration Point site area bounded by Park Boulevard, Interstate 5 and Pershing Drive. Potential advantages conferred by this site include virtually no constraints to structure size in relation to other park locations considered. The collective site area is also located directly under the flight path to Lindberg Field, is adjacent to Interstate Highway 5, and is currently comprised of parking surfaces and disturbed habitat. Concerns over loss of viable parkland in this area were minimal and the suitability of locating a parking structure here due to this was often noted. Additionally, the site area provides the opportunity for direct access from Interstate 5 and Pershing Drive which could substantially reduce the number of vehicles entering into the Park, enhancing the pedestrian nature of the Park. Site potential for joint use with surrounding entities such as the Naval Hospital, San Diego City College and the Ballpark District was also noted as a viable way to address regional parking problems.

Almost exclusively the concerns voiced about this location centered upon its remote location in relation to central park uses. Discussion indicated that a significant parking structure here would require concurrent utilization of transit systems sufficient to provide efficient and convenient access from this location to all core park activities to be viable. Strong concerns exist that the existing system of public bus and tram service currently operating within the Park would be incapable of providing the level of service required to support a large parking structure at this site. Transit options in the form of light rail streetcar service through the Park along Park Boulevard combined with expanded intra-park tram service would need to be integrated with the development of any large scale parking structures in this area of the Park.

- + No constraints to size
- + No loss of viable parkland
- + Potential for joint use with Naval Hospital, City College and Ballpark District

- + Reduces vehicle congestion in the Park
- Remote location to central park uses
- +/- Increase need for tram

Option: To Develop a Parking Structure Behind the Organ Pavilion

This parking structure location as an option was depicted by four of the six Working Group design teams and in all of the public team's designs. Support for this location often reflected the Central Mesa Precise Plan objectives in proposing this site: reclaiming existing surface parking lots in and around the *Plaza de Panama* and *The Palisades* allowing for their redevelopment to open pedestrian plazas while meeting existing parking needs. The location of the structure was considered favorable given its situation in the southern portion of the Park with close access to Interstate Highway 5. A structure here replacing existing surface parking in the *Plaza de Panama* area would not increase, and may reduce, auto congestion up Park Boulevard and into the Park.

There were issues of concern raised regarding this location as well. While proximity to freeways is an advantage, concerns exist about bringing autos into an area of high pedestrian concentration along the corridor between *Plaza de Panama* and *El Prado*. Minimizing pedestrian-auto conflicts would likely involve orienting vehicular entrances towards Park Boulevard employing access ways designed to diffuse contention between increased auto volumes and high pedestrian use. The physical size of the site has certain constraints limiting the structure's size and scale which, however, could result in a design keeping the structure in scale with the pedestrian nature of the area. Additionally, a structure in this location would be highly visible.



Discussion also included the possibility of locating the structure in an abutting canyon east of the proposed structure site currently partially utilized for a police equestrian facility. This location as an option for structured parking would significantly reduce its visibility, move it further from the pedestrian core, place it closer to Park Boulevard and free up the space which is currently utilized for the Organ Pavilion surface lot. Concerns exist that this location, given the site's canyon constraints, could require more design work than an above ground structure on the existing lot site.

- Increased vehicle congestion in the center of the Park
- + Increased access through parking

- + Concentrates parking access - may increase free and open parkland (assumes limits on other parking structures)
- Parking structure size may be limited
- Potentially increases pedestrian-vehicle conflict
- Concentrates hydro-carbons in well-used portion of the Park - potentially damaging to horticultural resources

Option: To Develop a Parking Structure Within the Zoo Lot

Various sites and locations for consideration of parking structures within the current Zoo parking lot site were collectively identified by three of six Working Group design teams and three quarters of the teams overall. A parking structure within this site as part of an expansion plan would provide parking in close proximity to the Zoo and adjacent uses. Concerns over increases in vehicular intensity in the center of the Park and on Park Boulevard, as well as concerns over visual impacts of an above ground structure located here, were detailed and discussed as well.



- + Access for Zoo visitors and for adjacent uses (unless Zoo only lot)
- Above ground structure creates negative visual impact

Option: To Develop a Parking Structure in the Area of the Spanish Village

Three site options for the development of a parking structure in this area were detailed by two of the Working Group design teams and nine teams overall. Discussed as a primary advantage of a structure located here was its ability to provide parking access in close proximity to both the Zoo and the Prado. The overall site location was noted to have constraints associated with the varied proposed locations. Concerns arise over impacts to the Miniature Railroad, Carousel and the Spanish Village in addition to physical size constraints. Also included are concerns over the negative visual impacts of a structure and increased vehicle congestion in the center of the Park. Discussion also occurred involving ideas of rebuilding Spanish Village on top of an underground structure.



- + Adjacent to Prado and Zoo
- Parking structure size may be limited

- Increased vehicle congestion in center of the Park
- + Two signals may help control vehicular flow
- Potential visual impact
- Could create conflict with historic train and carousel

Option: To Develop a Terraced Parking Structure Under the Rose Garden

The Working Group was familiar with a concept presented at a prior meeting for a proposed parking structure under or on this site. This option of developing a structure under the Rose Garden extending down the slope into Florida Canyon was depicted by three of the Working Group design teams. It did not appear on public design team plans. Advantages of this site focus upon providing parking in close proximity to *El Prado* and the Zoo without impacting leaseholders and a potential for joint use with the Naval Hospital.



Issues of concern discussed over this option relate to further encroachment into existing Florida Canyon open space and potential use related effects which could negatively impact the natural habitat. Additional concerns over negative impacts to the view corridors from surrounding communities and from significant points within the Park were also discussed as were concerns of increased vehicle congestion on Park Boulevard and on Florida Canyon and Zoo Drives.

- + Locates parking close to *El Prado*
- Impacts some view corridors from surrounding communities and from significant points within the Park
- Could increase traffic on Park Boulevard, Pershing Drive, and Zoo Place
- Intensifies encroachment on open space
- + Does not impact current leaseholders
- +/- Potential for joint use with Naval Hospital

While this analysis has centered upon discussion of potential opportunities, implications, advantages and detriments, neither this nor the following section entitled “Options: Implications and Opportunities” is implied to be exhaustive. What the Working Group hopes is that this analysis will promote and guide further consideration of all options gathered in this effort and those coming forward in the future. Future projects may come from these options. It is important that, in the course of implementing those projects, specific effort is made to address the following two important concerns:

First, a concerted effort should be made to accommodate park users and leaseholders potentially and adversely affected by construction work on a project in which they have no direct interest. Alternative provisions for park uses and users temporarily displaced by project development yet not directly involved in or benefiting from the project should be a component of the project's implementation plan.

Secondly, it is essential that project dependent components be completed before the project moves forward to subsequent development phases or to completion and public use. This has special importance for projects involving intensification of use to insure that all dependent components be completed before the project moves forward or is made available for public use. The intent here is to preclude the possibility that a project could come online without all the necessary components for its successful planned implementation in place. Such an occurrence could create undue pressure to develop 'quick fixes', compounding problems in the Park. An undesired example would be a situation where a leaseholder expansion project calls for a parking structure or public transit service to be developed in concert to meet the needs of the project. Were a component of funding for a parking structure or transit service to fall through while the expansion was completed and opened to park users, considerable pressure could be brought to bear to meet immediate access needs. This could cause a result which could create new and exacerbate existing problems and severely hinder the future implementation of park plans.

OTHER OPTIONS: IMPLICATIONS AND OPPORTUNITIES

The following comments were drawn from the sixteen charrette teams and the resulting discussions from the Working Group meetings.

Land Use

Locations considered for creating free and open parkland:

- Where existing surface parking lots could be removed
 - + Parking lots are found to be ugly in contrast to free and open parkland
 - Access via private automobile will require additional funding (construction costs for suitable structures) and effort to use
 - Removing parking lots will result in decreased access if replacement access alternatives are not provided
 - + Reduces vehicle-pedestrian conflict
- Where non-park uses could be removed
 - + Parkland is limited and priceless, while industrial, office and meeting space is not
 - Uses such as the City maintenance yard would not be as convenient for City staff

Locations considered for the restoration of native plant and animal habitat:

- Florida Canyon
 - + Natural habitat could be significantly enhanced
 - Re-routing of two lanes of local traffic
- In the Park's smaller canyons
 - + Increase potential for habitat
 - Small size of the habitat may not be viable for species
 - May reduce culturally significant vegetation.

Locations considered for leasehold expansion:

- Outside current boundary
 - + Potential opportunity for appropriate partnering with adjacent uses may benefit the public
 - Reduces public parkland
- Within current boundary
 - + Opportunity for vertical expansion (including below ground) within a park height limit
 - Inappropriate building massing and setbacks from park routes and adjacent uses would detract from the public park character
 - Buffer zones between uses

Circulation and Parking

Locations considered for mass transit routes:

- Along existing primary circulation corridor (Park Boulevard)
 - + This would provide access to most of the Park's regional attractions
 - + The opportunity for mass transit must be increased and linked to City and regional transit network (including tourist) as well as expansion of an inter-park tram
 - + The inter-park tram system could be a positive experience and other incentives of Balboa Park

Locations considered for transit stops:

- Throughout the west side of the Park
 - + Common concentrations of entrances to park facilities would provide efficient access
 - The visitors and communities on the east side of the Park are not served

Locations considered for pedestrian and vehicular routes:

- Close Florida Drive
 - + Habitat can be restored
 - + New multi-use pedestrian trails can be introduced
- Pedestrian routes linking park facilities
 - + Pedestrian routes can be defined with the removal of surface parking lots
- Consider vertical separation of conflicting circulation
 - + The Park's canyon/mesa topography provides opportunities for access to underground parking structures from roads passing under cross streets
- Close unnecessary roads and restore parkland to compliment adjacent land uses
 - + Capturing lost park space is less expensive than buying land outside the Park

Locations considered for Zoo entry:

- At the Prado
 - + Enables visitors easy access to other park attractions and common mass transit stop opportunities
- At Park Boulevard
 - Disorients visitors that may enjoy activities of the Prado

Park entry statement:

- At edges of the western portion of the Park, Park Boulevard and Laurel
 - + Enhancement to the park entrances through the removal of surface parking would contribute to the Park's dignity
 - Special treatment is unnecessary and may detract from the Park's dignity

Locations considered for new surface parking lots:

- At park entry on Park Boulevard
 - Surface parking lots detract from the park entry
- Arizona landfill
 - The landfill is an unstable surface for parking
 - The landfill is highly visible from important view points in the

Park and from the adjacent communities

- Pedestrian access to the Central Mesa would require a large bridge
- Providing irrigation for vegetation would be expensive involving capping the landfill and constructing a drainage system

Parking structures:

- At the southern entrance to the Park
 - + The area below Inspiration Point is nearest to freeway access within the Park and keeps vehicles on the periphery of the Park
 - + The loud noise from the freeway and Lindberg Airport flight path limits the potential enjoyment of free and open parkland but is appropriate for the storage of automobiles
 - + The sloping topography may be an opportunity for least impact of views from within the Park
 - + The opportunity to maintain a long term healthy park landscape on the roofs of parking structures is a significant challenge
 - Located at the entry of the Park, the structure would need to be constructed and maintained as beautiful
- Outside the boundary of the Park
 - + Opportunities to share parking facilities with downtown facilities should be considered when linked by mass transit
- Along 6th Avenue
 - The free and open parkland on the west side of the Park is prized by many residents. The introduction of a parking structure would be controversial
 - 6th Avenue has limited freeway access
- Along the Cabrillo Freeway Canyon
 - + Parking within current leaseholds might be achieved
 - Views of an ugly parking structure would negatively affect many people traveling through the Park daily
- Along Park Boulevard
 - + Central location would allow easy access to some park users
 - Central location draws more vehicles into the Park
 - The presence of the parking structure must not reduce the park character of large trees, flowering shrubs and lawn
- Within the Zoo leasehold
 - + Zoo and visitors arriving by automobile would have easy access
 - The agreement allowing shared parking in the existing surface lot may be in jeopardy

- Within Florida Canyon
 - + Visitors arriving by automobile have easy access to the Central Mesa
 - The structure would be within important views from the East Mesa and surrounding communities
 - The area available for restoration of native plant and animal habitat in Florida Canyon would be reduced
- Along Upas Street
 - A structure would need to be underground and provide for the planting of trees on the roof
 - A structure along the northern edge of the Park is not near freeway access

Architecture, Landscape and Historical Resources

Expansion of facilities:

- New buildings, structures and park uses
 - + Opportunity to lead the design of San Diego in style and building technique within the scale and massing established in the historic buildings of the Park
 - New facilities might reduce the quantity and/or character of free and open parkland

Public views:

- Maintain public views from the Prado across the East Mesa
 - + Views across the Park to the mountains is prized
 - The Arizona landfill as currently maintained is ugly
- Maintain views to downtown, the bay and beyond from specific points in the Park
 - + These are the few remaining public views of San Diego's remarkable setting
 - Existing views of the Navy Hospital detract from the theme of the Park

Preserve and Enhance Cultural Resources:

- Increase public education of cultural resources and habitat
 - + All the leaseholds could contribute to an education system addressing building and structures, park spaces and vegetation, archaeological sites and native plant and animal habitat

Unresolved Issues

This section contains ideas raised within the Working Group for which a consensus could not be reached.

FREE VERSUS PAID PARKING

There is a general feeling that free parking in the Park is preferable. However, there is recognition of the significant expense associated with sensitively designed underground parking structures, park tram systems, and other desirable park improvements. Financing these improvements may require consideration of a wide-range of revenue sources, including paid parking. For this reason, there is not a common or conclusive viewpoint on the issue of free versus paid parking.

PERCENTAGE USE

The total land of all leases in Balboa Park shall not exceed a future defined threshold (x%) of the total dedicated land area. Analysis of this threshold would include consideration of intensification of use. The City should make this part of the City Charter. In order to preserve the Park from incremental commercialization and restricted use, give Balboa Park the same protection as Mission Bay Park as reflected in Section 55.1 of the City Charter.

Working Group



History

SUBMITTAL OF PROPOSED PLAN AMENDMENTS TO THE CITY - JANUARY 1999

The San Diego Zoo, which is owned by the City of San Diego and operated by the nonprofit Zoological Society of San Diego (Society), is located within the Balboa Park Master Plan and the Central Mesa Precise Plan planning areas. The Society's current leasehold boundary encompasses approximately 124.03 acres, consisting of animal exhibits, concession stands, restaurants, breeding facilities, an animal hospital, administration offices and a public parking lot for approximately 3,016 cars. In 1969, the City renewed the leasehold for 50 years and approved an additional lease for 1,800 acres of land in the San Pasqual Valley for the Wild Animal Park. In 1991, an additional 341 acres was added to the lease in the San Pasqual Valley for the growing of food for the animals.

The principal mission of the Society is the conservation and breeding of endangered species and education of the public regarding the intrinsic value of the preservation of endanger species and their habitats. To further this goal, the Society has initiated development of a long range planning effort, referred to as the "New Century Zoo," to guide its continuing improvements of the San Diego Zoo into the next century. The Society would like to expand their leasehold within Balboa Park to implement the "New Century Zoo" plan. This plan has four primary goals: 1) Expand the preservation and conservation of endangered animals species through a captive breeding program, 2) Provide the addition of new exhibit spaces, 3) Expand the parking capacity of the existing Zoo parking lot, and 4) Create a prominent entrance on Park Boulevard.

City staff has determined that the proposed leasehold expansion is not consistent with either the Master Plan or Precise Plan and therefore requires amendment to both Plans. Additionally, the Society's lease agreement with the City would also need to be amended to consolidate the expanded area into one leasehold.

In January 1999, the Society submitted a permit application to the City to initiate the plan amendment process for the necessary amendments to the Balboa Park Master Plan and the Central Mesa Precise Plan. The proposed Plan Amendments would have affected a total of approximately 24.5 acres of public parkland in the following areas: the War Memorial Parcel (6.1 acres), Old Globe Way and Parking Area behind the Botanical Building (1.0 acres), the Archery Range (12.2 acres), the Miniature Railroad (3.7 acres), the Carousel (.5 acres and 99 parking spaces), Richmond Street Off-Ramp Parcel (1.0 acres) and the Zoo Parking Lot (25 acres and 3,016 spaces). Several of the proposed leasehold expansion areas are within the National

Historic Landmark Zone as identified in the Precise Plan. The National Historic Landmark Zone is a federal designation from the National Park Service (NPS). Proposed alterations within the Landmark Zone are required to comply with the “Secretary of Interior’s Standards” and “Criteria for the Treatment of Historic Properties.” The Precise Plan states that the NPS will be asked to review any proposed alteration and make a determination regarding the significance of the alternations and whether the proposed changes are consistent with the Standards.

STAFF REPORT TO THE PLANNING COMMISSION - MAY 1999

The staff report to the Planning Commission, prepared on May 28, 1999, recommended the initiation of the study of the proposed amendments to the Master Plan and Precise Plan and the policy issues relating to the conversion of public parkland to a private leasehold. The Society’s proposed expansion was not contemplated at the time of the preparation of the Balboa Park Master Plan and the Central Mesa Precise Plan. However, the Precise Plan provides that a substantial deviation from the goals, objectives and recommendations or the design guidelines can be considered through the amendment process. Although the required Supplemental Criteria for Initiation could have been met, there were numerous and significant policy issues that would have needed to have been addressed during analysis of the Society’s proposal. Some of these issues have been raised, or are expected to arise, through public input forums as the proposed Plan Amendments move forward. This list of issues includes: 1) Land Use Policy - What is the best use of land within Balboa Park, 2) Ultimate Limits of Expansion and alternative sites for expansion, 3) Historical Resources - Should these resources be allowed to be removed or relocated?, 4) War Memorial Building - Removal or Relocation ?, and 5) Consideration to the City for additional acreage.

PLANNING COMMISSION RECOMMENDATIONS - JUNE 1999

Since the Zoo proposal submitted to the Planning Commission had been the focal point of public controversy, it became the initial focus of discussions with stakeholder groups. This set the stage for subsequent discussions concerning issues they would want to see addressed in a collaborative process. Although each group raised issues that were specific to their own organization or interest group, a number of common concerns about the original proposal were identified in the discussions with the conveners. These concerns included:

- Impacts to specific user groups, park venues and adjacent communities (e.g. War Memorial Building users, museums, disabled groups, archers, etc.)
- Sanctity of the War Memorial Building as a tribute to veterans

- Visual impacts and pedestrian circulation from northern gateway to other Balboa Park institutions
- Further erosion of open parkland
- Paid parking and impacts to other areas of the Park and to surrounding streets
- Plan ignored other Balboa Park institution and park user group needs
- Inconsistency with the Central Mesa Precise Plan
- Impacts to historic resources, including the Carousel, Miniature Railway, War Memorial Building and Spanish Village
- Lack of demonstrated necessity or justification for Zoo expansion (including believed ability to expand at the Wild Animal Park or other locations)
- Noise and traffic impacts¹

On June 17, 1999, after hearing numerous public testimonies, the Planning Commission voted to initiate the proposed plan amendment process. This initiation began the process by which staff is able to analyze the Society's proposal and bring forward a formal recommendation. This process will incorporate a multi department review, including staff from Planning and Development Review, Park and Recreation and Real Estate Assets. Upon approving the request for initiation, the Planning Commission directed staff to analyze the following issues: 1) Policy issues raised in the staff report, 2) Issues described in the letters received, 3) Comments made at the public hearing, 4) Other issues that may arise in future public input forums, 5) The relationship between the Zoo and the Wild Animal Park as one operation, 6) The interface between the existing parkland uses and Zoo boundaries, and 7) The impact to all of Balboa Park. Neither City staff nor the Planning Commission are committed to recommend in favor or denial of the proposed Plan Amendments, or any aspect of the project proposal, as part of the action to initiate the Plan Amendment process. The initiation essentially enables the analysis of the proposal to proceed.

CITY AND ZOO AGREE TO HOLD JOINT PUBLIC WORKSHOPS - JULY AND AUGUST 1999

During the months of July and August, City staff met with Zoo staff to determine a work plan that would include public workshops held jointly with the Zoo and the Park and Recreation Department, identify and select "stakeholders" from organizations and individuals, and select and recruit a neutral organization to facilitate the workshops. The workshops would focus in on the policy issues of land use, circulation and parking, and historical resources. The stakeholders would be selected from the groups that gave testimony at the Planning Commission meeting and the surrounding community groups. After several interviews, the City and the Zoo selected Alana Knaster, The Mediation Institute, and Alan Wiener, Consensus Facilitation, to

¹ Convening Report, p.5-6.

facilitate the workshops. After meeting with the facilitators, City staff and Zoo representatives concurred that it would be advisable to explore the feasibility of an interest-based consensus process. The Zoo informed the City that it was willing to place its application on hold and start with a “clean slate” to devise a collaborative plan that would address the needs of Balboa Park, the public and the San Diego Zoo.

FIRST PUBLIC WORKSHOP - SEPTEMBER 1999

The City and the Zoo held the first public workshop on September 13, 1999. The general public was invited to attend and to receive an overview of how the City will process the proposed project, a presentation by the Zoo on why expansion is necessary in Balboa Park and a presentation by the facilitators, Alan Wiener and Alana Knaster, which went over the two phase public input process. The facilitators explained that during the first phase the facilitators would meet with the primary stakeholders to find out what the issues were and if they were willing to participate in a public consensus process. The second phase would be the actual public workshops with the stakeholders acting as an ad hoc committee. More than two hundred people came to the meeting and Christine Kehoe, District Three Council Member, thanked everyone for supporting the Park and the workshop process.

CITY AND ZOO HIRE FACILITATOR TO PROVIDE A CONVENING REPORT - SEPTEMBER 1999

On September 24, 1999, the City officially contracted with Alan Wiener and Alana Knaster (neutral conveners) to assess the feasibility of government agencies, organizations and individuals (stakeholders) participating in a consensus process regarding the Zoo’s proposed plan amendment. If a consensus process appeared feasible, they were to recommend an appropriate process design. If a consensus process did not appear feasible, they were to design and recommend another suitable process.

CONVENING REPORT PROCESS AND RESULTS - DECEMBER 1999

Mr. Wiener and Ms. Knaster interviewed approximately seventy stakeholder representatives, including City officials and staff, neighboring institutions and residents, community planners and designers, veterans, affected facility users, and business, civic and environmental organizations. The parties identified a number of issues that should be addressed in the proposed process including: ensuring that the Zoo remains a world class institution, preserving open space and passive park uses, ensuring multiple recreational uses within the Park and retaining the War Memorial building. In December of 1999, the facilitators submitted a Convening Report to the City of San Diego that summarized the convening process, the issues raised, options for a public involvement process and the recommendations of the convening team.

Based upon the input received from the stakeholder interviews and the experience of the conveners in evaluating the feasibility of a consensus approach, the conveners recommended a process design that would incorporate the advantages of several different process models. This hybrid process would include the following elements:

- A working group of approximately forty members would be formed to develop options which integrate the needs and interests of the Zoo, other Balboa Park institutions, users and neighbors and the San Diego community at large.
- Issues to be addressed would include Zoo expansion needs as well as broader concerns pertaining to Balboa Park.
- The process would be managed by the City. The City and the Zoo would each have representation on the group as members and each would provide staff support.
- All meetings would be open to the public. Participation by observers would be limited at Working Group sessions. There would be periodic workshops to obtain broader public input to help guide the Working Group.
- The Working Group would utilize consensus-building techniques as it considered alternatives, however, no formal group ratification would be expected or required.
- Neither the Zoo nor any other participants would be obligated to follow the Working Group recommendations; however, one presumes that if a consensus on plan elements emerges, all parties would give it serious consideration and support.
- Any recommendations from the Working Group would be submitted to all of the groups, boards, commission and other bodies which ordinarily consider amendments to the Balboa Park Master Plan and the Central Mesa Precise Plan, pursuant to the normal planning process. The Working Group recommendations would not be binding upon these bodies, however, it is presumed that they would be given serious consideration.

WORKING GROUP INITIATION - FEBRUARY 2000

In January 2000, the City and the Zoo made a joint decision to adopt the Convening Report recommendation for a hybrid process for public workshops. The City and Zoo also decided to interview and hire a new facilitator from the Centre for Organization Effectiveness for the public workshop phase. Keren Stashower was selected by a panel of City staff and members of the Working Group to facilitate the workshops and to give input to staff on the workshop agendas. On February 1, 2000, letters were sent to forty stakeholder organizations, asking them to convene the

Working Group in order to establish ground rules and a selection process for a professional facilitator to assist in the planning process and to begin the dialogue and information sharing to identify needs, interests and future vision. On February 9, 2000 the first Working Group meeting was held in the War Memorial Building.

Methodology

Based on the recommendation of the Convening Report the Working Group was established “to develop options which integrate the needs and interests of the Zoo, other Balboa Park institutions, users and neighbors, and the San Diego Community at large.”² The Working Group brought together various stakeholders to learn about the interests and concerns regarding Balboa Park and possible Zoo expansion. Throughout this process the Working Group has had stable membership, been assisted by a facilitator, formed subcommittees, and kept a formal meeting structure over a span of ten months.

COMPOSITION

Organizations identified in the Convening Report as the “Suggested List of Participants” were contacted and invited to select an individual representative to become a member of the Working Group. The Working Group decided to formally include alternate members in this process in order to facilitate the ability of each organization to be represented at each meeting. The following is a list of the organizations represented on the Working Group, Working Group members, and Working Group alternates.

Organization	Member	Alternate
American Society of Landscape Architects	Laura Burnett	Larry Sheehan
Boy Scouts	Dan McAllister	Leonard Fry
Business Improvement District Council	Karsten Gjemre	Richard Kurylo
Carousel Owner	Bill Steen	
Central Balboa Park Association	Mick Hager	Doug Sharon
Citizens Coordinate for Century 3	Tom Anglewicz	Dale Marriott
City Council District 1	Brenda Holman	
City Council District 3	Bill Walton	Jonathan Tibbitts
City Council District 5	Sharon Chapin	Jo Anderson
City Council District 6	William Dotson	
City Council District 7	General Robert Cardenas	
City of San Diego	Mike Behan	Deborah Sharpe
Disabled American Veterans	Collie Mattfeld	Donald Pouliot
Disabled Services Advisory Council	Dave Mulvaney	
The Elephant Alliance	Florence Lambert	
Fleet Reserve Association	Jesse Dye	Walter DeFelice, Jr.
Girl Scouts, San Diego - Imperial Council Inc.	Barbara Alderson	Cindy Moore
Greater Golden Hill Planning Committee	Laurie Burgett	Robby Aull

² Convening Report, p.18. Adopted by the Working Group as their purpose on April 27, 2000.

Greater North Park Planning Committee	Roger Lewis	Richard Kurylo
Greater San Diego Chamber of Commerce	Angelika Villagrana	Norman Allenby
Hotel-Motel Association	Luis Barrios	
International Dance Association	Tom Nemeth	
League of Women Voters	Margaret Engel	Norma Damashek
Marston Hills Residents Association	Dan Mazzella	Peggy Mazzella
National Assoc. of Retired Fed. Employees	Charles Beyer	
Navy Hospital	Capt. Patricia Denzer	Capt. Pat Park
Partners for Liveable Places	Joseph Esposito	
Roosevelt Junior High School	Cyndy Gillis	Kathy Aburto
San Diego Archers	Brian Stumm	Bud Hill
San Diego Audubon Society	James Peugh	Mike Klein and Phoenix Von Hendy
San Diego Building Trades Council	Victor Torres	Tom Miller
San Diego Convention and Visitors Bureau	Sal Giametta	
San Diego Council of Design Professionals	Terry Barker	Nick DeLorenzo
San Diego Square Dance Association	Michael Streby	Ray Thompson
Sierra Club	Lynne Baker	Jim Ricker
Spanish Village Arts Center	Ellie Hitchcock	Elizabeth Woolrych
United Veterans Council	General Robert Cardenas	John Smith
University Heights Historical Society	Ernestine Bonn	Marilee Kapsa
Uptown Planners	Jay Hyde	Marilee Kapsa
The Zoological Society of San Diego	Steve Fobes	David Rice

FACILITATOR

The Working Group's facilitator, Keren Stashower, was selected by a subcommittee of the Working Group to aid in the design and management of the process. The facilitator has been indispensable in facilitating the meetings to assure that all agenda items are covered and to assure that time is allowed for discussion. She has offered valuable assistance with group dynamics and provided input regarding the format for large group discussions and the opportunities for subcommittees to perform tasks for the Working Group.

SUBCOMMITTEES

The Working Group has found that subcommittees are a useful tool in completing large, detail-oriented tasks in a more timely and efficient manner than would be possible by the entire Working Group. The subcommittees are ultimately accountable and responsible to the Working Group. They present their work to the entire Working Group for feedback and finally for approval of the subcommittee's product or task. The Working Group has created four subcommittees:

1. Facilitator Selection

This subcommittee was formed to select a facilitator for the Working Group at the first Working Group meeting on February 9, 2000. This subcommittee interviewed facilitators and selected Keren Stashower. Keren was introduced to the entire Working Group at the next meeting on March 9, 2000.

2. Purpose, Ground Rules and Operating Procedures

The subcommittee to discuss ground rules and the purpose of the Working Group was formed at the second Working Group meeting on March 9, 2000. In addition to Working Group members, this subcommittee included representatives from the City of San Diego and the Zoological Society of San Diego, Stephen Haase and Gail MacLeod. The subcommittee presented drafts of the Working Group Purpose, Operating Procedures, Ground Rules, and Framework for Designing the Syllabus and Meeting Topics at the April 13, 2000 meeting for review by and feedback from the Working Group. Final versions were presented at the following meeting on April 27, 2000 and adopted by the Working Group.

3. Agenda Planning

The City of San Diego and the Zoological Society of San Diego have held regular (weekly or bi-weekly) planning meetings to set agendas and address process issues related to the Working Group. At the meeting on April 27, 2000, Working Group members were invited to participate in these planning meetings. The Working Group members who have volunteered to attend these meetings has evolved as the Working Group's area of focus has changed during this process.

4. End Product

Following some discussion on the results of the design charrette and the Working Group's purpose, on September 28, 2000 the Working Group formed a subcommittee to design and produce the Working Group's end product (this document). The goal of this subcommittee is to develop a report which will document the Working Group's process, goals, and outcomes to be presented to the City of San Diego, the Zoological Society of San Diego, and others for consideration in reviewing future plan amendments for Balboa Park and the Central Mesa and as a record of this unique public input process.

MEETING STRUCTURE

The Working Group has held bi-weekly meetings since February 2000. These are formal meetings which are always opened by Stephen Haase, the Development Review Manager of the Planning and Development Review Department at the City of San Diego, and facilitated by Keren Stashower. Each meeting begins with review of

the meeting minutes from the previous meeting. The meeting then proceeds as outlined in the agenda with presentations, discussions, and/or feedback from sub-committees. As much as possible, time was allowed for the Working Group to discuss the information presented immediately following each presentation. Each meeting is concluded with public comment.

CHRONOLOGY OF WORKING GROUP MEETINGS

February 9, 2000

- Introductions of Working Group members
- Background to the Working Group, discussed by Stephen Haase
- Establishment of Working Group meeting dates
- Draft Working Group Syllabus, presented by Gail MacLeod
- Creation of Facilitator Selection Subcommittee

March 9, 2000

- Introduction of Facilitator
- Goals of the Working Group, presentation by Stephen Haase followed by discussion
- Visions for success and failure exercise
- Creation of Purpose, Ground Rules and Operating Procedures Subcommittee

March 23, 2000

- Balboa Park Master Plan and Central Mesa Precise Plan, presentation by Steve Estrada

March 25, 2000

- Tour of the San Diego Zoo and Balboa Park

April 13, 2000

- Draft Working Group Purpose, Operating Procedures, Ground Rules and Framework for Designing the Syllabus and Meeting Topics; presentation by Purpose, Ground Rules and Operating Procedures Subcommittee

April 27, 2000

- Park and Recreation Department land use; presentation by Marcia McLatchy, Robin Shifflet and Penny Scott
- Uptown Community land use, presentation by Jay Hyde
- Greater Golden Hill Community land use, presentation by Laurie Burgett
- Greater North Park Community land use, presentation by Karsten Gjemre
- Final Working Group Purpose, Operating Procedures, Ground Rules

and Framework for Designing the Syllabus and Meeting Topics;
presentation by Purpose, Ground Rules and Operating Procedures
Subcommittee

- Creation of Agenda Planning Subcommittee

May 11, 2000

- San Diego Zoo land use, presentation by Doug Myers and Dr. Art Risser

May 25, 2000

- Girl Scouts, San Diego-Imperial Council, Inc. land use, presentation by Barbara Alderson
- San Diego Archers land use, presentation by Brian Stumm
- Roosevelt Junior High School land use, presentation by Kathy Aburto
- Florida Canyon land use and the Multiple Habitat Planning Area (MHPA), presentation by Bernie Turgeon
- Syllabus and Meeting Topics, presented by Agenda Planning Subcommittee

June 8, 2000

- Miniature Train land use, presentation by Art Risser
- Boy Scouts land use, presentation by Dan McAllister
- Spanish Village land use, presentation by Ellie Hitchcock
- War Memorial Building land use, presentation by Robin Shifflet
- Historical land uses, presentation by Angeles Leira
- Overview of the Plan Amendment Process, presentation by Stephen Haase

June 22, 2000

- Carousel land use, presentation by Bill Steen
- Lease agreements, presentation by Will Griffith
- Question and answer session with previous presenters from the April 27, May 11, May 25, and June 8, 2000 meetings

July 15, 2000

- Overview of Existing Parking and Circulation in Balboa Park; presentation by Div Brasted, Robin Shifflet, and John Keating
- Mass transit/MTDB, presentation by Tim Price
- Historical Streetcar Transportation Line, presentation by Jay Turner and Richard Kurylo
- Mode of travel options, presentation by Alan Hoffman
- Central Balboa Park Association parking and circulation needs, presentation by David Brennan
- U.S. Navy Hospital parking needs, presentation by Lieutenant Joel Fantz

- San Diego City College parking and circulation needs, presentation by Damon Schamu
- East Village/CCDC, presentation by Alexandria Elias
- San Diego Zoo parking and circulation needs, presentations by Phil Lease and Steve Estrada

July 27, 2000

- Master and Precise Plan goals and policies review, presentation by Deborah Sharpe
- Charrette overview and programming, presentation by Steve Estrada

August 10, 2000

- Central Balboa Park Association parking needs and other concerns, presentation by Mick Hager
- Alternatives for the Central Mesa area/Bill Walton Plan, presentation by Dan Mazzella
- Urban canyons, presentation by Jim Ricker
- Animal rights, presentation by Jay Hyde
- Veterans Memorial Center, presentation by Tom Splitgerber and John Smith
- Value of open space and habitat areas in Balboa Park, presentation by Jim Peugh
- Visionary planning for Balboa Park, presentation by Bill Dotson
- American Society of Landscape Architects, presentation by Larry Sheehan
- Charrette programming feedback

August 12, 2000

- Design charrette

September 14, 2000

- Charrette results, presentation by Steve Estrada
- Discussion of design options
- Discussion of Working Group end product process

September 28, 2000

- Draft 'Criteria for Evaluation', presentation by Robin Shifflet
- Discussion of design options (continued)
- Discussion of Working Group end product process (continued)
- Creation of End Product Subcommittee

October 12, 2000

- Feedback on Draft 'Criteria for Evaluation'
- Discussion on design options (continued)
- Status of end product report from End Product Subcommittee

November 9, 2000

- Feedback on Draft Working Group End Product

December 7, 2000

- Feedback on revised Working Group End Product
- Plan Amendment Review and Approval Process, presentation by Stephen Haase

Glossary

Charrette	French term for a brief design process
Cultural resource	Specifically designated building, landscape or archaeological feature on the list of the City of San Diego's Historical Site Board, State Office of Historic Preservation, and or the National Park Service.
Free and open parkland	Manicured open outdoor spaces including lawn and plazas
Garden	Defined area designed and maintained to display vegetation
Green belt	A landscaped corridor
Green space	Slang for manicured spaces and vegetation
Historic District	Area defined by the National Park Service within Balboa Park
Inter-park tram	Vehicle used to move park users within the Park
Landscape	The occupied surface of the earth including elements such as buildings, roads, and vegetation (trees, shrubs, and groundcover)
Landscaping	Slang or misnomer for manicured park spaces and vegetation
Mass transit	Public vehicles transporting large numbers of people
Natural environment/habitat	Endemic or native flora and fauna
Naturalized plants	Valued introduced exotics
Park	Balboa Park
Parking	Location for storage of private automobiles
Stakeholder	Individuals or groups with a vested interest in the outcome
Zoo	One of the leaseholders in Balboa Park

Appendices



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